MAY 2 '32

Why we Maintain our Plants on the Sherwin Williams Plant Standardization Plan.....

by R. S. Howland

of the
Kendall Company
MAKERS of
CURITY PRODUCTS

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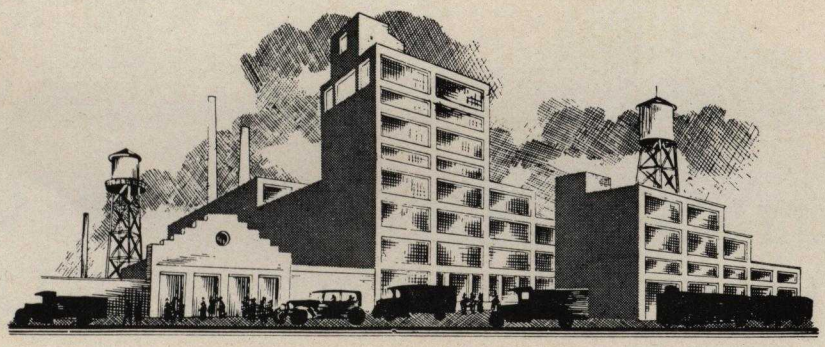
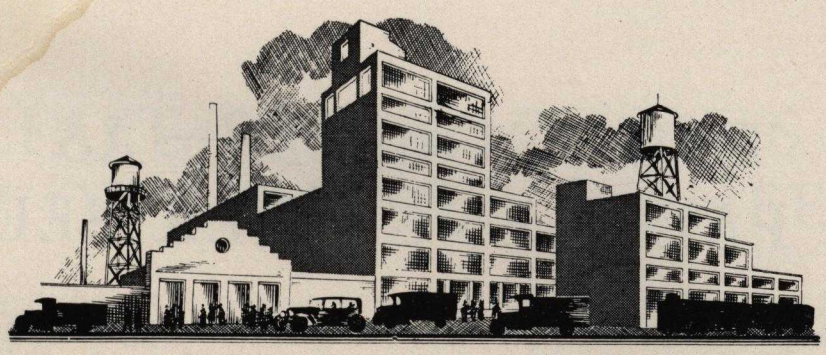


HOW • THE • PLANT STANDARDIZATION IDEA • ORIGINATED

Printed by the Sherwin-Williams Press



HOW THE PLANT STANDARDIZATION IDEA ORIGINATED

Plant Standardization of Paints and Varnishes, as developed by The Sherwin-Williams Company, is so convincingly a logical part of the industrial efficiency of today that its program and application need only to be explained in order to be accepted as an indispensable feature in the business by the most exacting plant executive, or the building manager in charge of a large building, hospital, hotel or institution.

The indefinite way in which the subject of plant maintenance had previously been approached can find its analogy only in the covered bridge, Fulton's Folly, the macadam roadway and the solid rubber tire for pleasure cars. Compared to fording the river, which the weary traveler could do if the water were low enough, the covered bridge was a godsend in fact. But soon the pleasure automobile made this picturesque structure obsolete and today's motor coaches have made it impossible.

Fulton's steamship brings an affectionate smile because it is the symbol of what came to be the ocean greyhound of today. The macadam road was kind to horses' feet but the chuck holes it develops under modern traffic break the springs of your car today.

Not so far back into the dim history do we find textiles colored with logwood or natural dyestuffs, the dyemaster struggling with its uncertainties and sales plodding along with limited colors to appeal to a customer who showed little interest. What the modern synthetic dyestuffs have done for the industry is common knowledge.

It was not until paint came to be visualized as an economic factor, a great sales and health service instead of just something to be spread with a brush, that Plant Standardization could be expressed in word or thought.

For many years Sherwin-Williams have set the pace in the paint industry just as many of our valued customers have done in their respective fields. Years ago our paint engineers conceived it to be our obligation to provide an engineering service for our customers exactly parallel to the service The Kendall Company renders to the modern hospital, a service based upon what the hospital needs for its efficient operation—not what they might desire to fabricate and to sell.

Such a vision could come only to a manufacturer of the size and breadth of facilities of the Sherwin-Williams Company. We have always made a complete line of finishes—we have no interest, financially or otherwise, in advocating any type of finish over any other, save for its better adaptability to the service required. We have for years controlled the sources of our raw material supply in order to insure both the most economical production possible and a dependable uniformity in the quality of every product bearing the well known Sherwin-Williams label.

THE PROBLEM — AS THE PAINT ENGINEER SEES IT

The plant engineer regards his buildings entirely as surroundings in which to operate his machinery and direct his employees operating this equipment for greatest and most economical output. Profits, wages and continuous employment all depend upon this output.

For his layout of equipment the plant engineer requires that the makers of the machinery be able to make effective use of his space so as to assure proper flow of materials in manufacture.

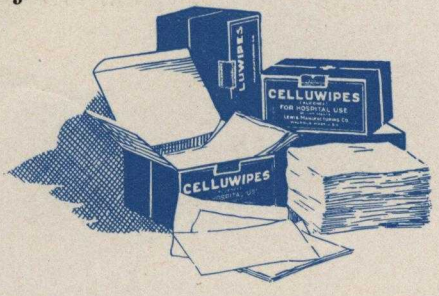
A lighting engineer is necessary today to provide for continuous production where daylight is not available even though the architect may have made the most careful use of natural daylight.

The paint engineer has proven himself indispensable because he has a threefold duty to perform.

I. He must dress the walls in a finish that will handle daylight, and the artificial light provided, most efficiently. If he discharges his duties well, workers will find that they can see to do their work easily and well. There will be no eyestrain either from glare of reflections or from insufficient light. There will be the very minimum of spoilage.

II. The health of the workers is dependent very largely upon their nervous condition as affected by eyestrain and fatigue. But they are also at the mercy of the sanitary condition of their shop and washrooms. Both the proper type of finish and the correct color are required here to do all that paint should accomplish along these lines.

III. Last, but by no means least, is the preservative value of paint to the property. In general, this feature of the service of paint is better understood than the first two, but our paint engineers work out truly startling economies for the plant engineer through their knowledge of surface requirements and the type of finish that will do the required job most effectively and therefore most economically.



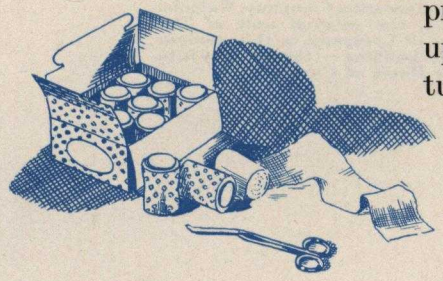
SURFACE REQUIREMENTS MET BY OUR PAINT ENGINEERS

Locality and the nature of manufacturing processes produce some paint problems which are in many instances real stumbling blocks in the way of profitable plant operation. Our paint engineers regularly encounter rooms in which there is excessive moisture, rooms where fumes result from manufacturing processes, rooms to be kept sanitary where even concrete breaks down under traffic, and manufacturing processes using paint products presenting an acute operating problem because of painting systems used.

The condition often arises where quotations are asked of our paint engineers on certain specification paints. The specification may list ingredients of unquestioned merit resulting in a finish entirely practical for use. But would our engineers feel they had discharged their obligation to the customer if they could furnish material far better suited for the requirement than the specification paint? They have time and time again earned respect and gratitude because they obeyed their convictions and talked with the plant engineer before putting through their bid.

How far should you go in buying quality for industrial painting? Frankly, no farther than quality will yield better returns for the money invested, BUT—quality in paint so often means the saving of a great deal of actual money not only in appearance and durability but even in material cost, strange as this may seem.

Our paint engineers may need to spend but a day going through your plant or they may have to hang their hat and coat up with your own men for weeks—your painting problems will be solved, regardless. How can we afford to render this service? That is the only selling expense we have. It is more logical to ask how could we afford *not* to provide such a paint service. This book featuring the splendid organization and equipment of The Kendall Company, outstanding leaders in their field, speaks for the genuineness and the sincerity of this service based upon the single premise that Sherwin-Williams Paints must speed up your production, protect your property, improve working conditions and help build up morale in order to meet our ideas of what constitutes genuine paint service.



General Office of
The Kendall Company

Adjacent to the plant of The Lewis Manufacturing Company, Walpole, Mass., the original unit of The Kendall Company, is this modern office building — the doorway into "the Home of Curity."

The Story of

PAINT STANDARDIZATION

in the plants of

THE KENDALL COMPANY

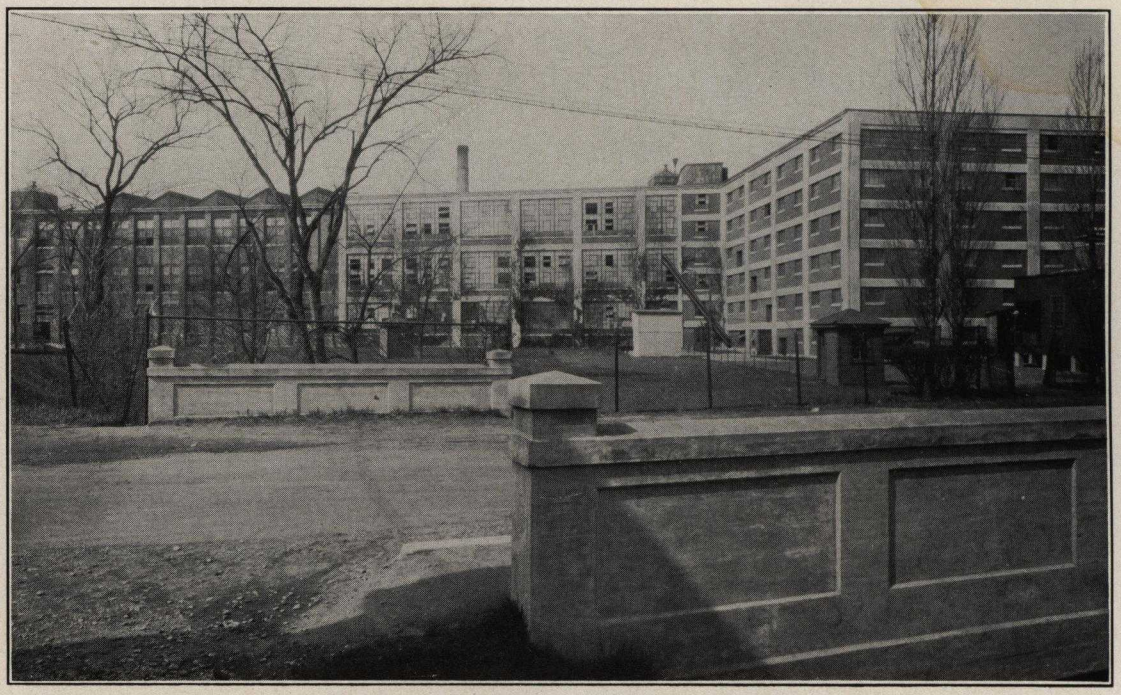
who are makers of

Curity

PRODUCTS

Surgical Dressings, Cheesecloth, Curtain Goods
Sanitary Goods, Stiff Finishes
and
Bauer & Black Surgical Dressings, Supporters
Blue Jay Corn Plasters and
Allied Products

B&B



General view of the plant of The Lewis Manufacturing Company at Walpole, Mass. These buildings are of the most modern type, admitting the maximum amount of the best working light known, natural daylight. In these buildings S-W Save-Lite on walls and ceilings handles this light, diffusing it evenly to the extreme corners.

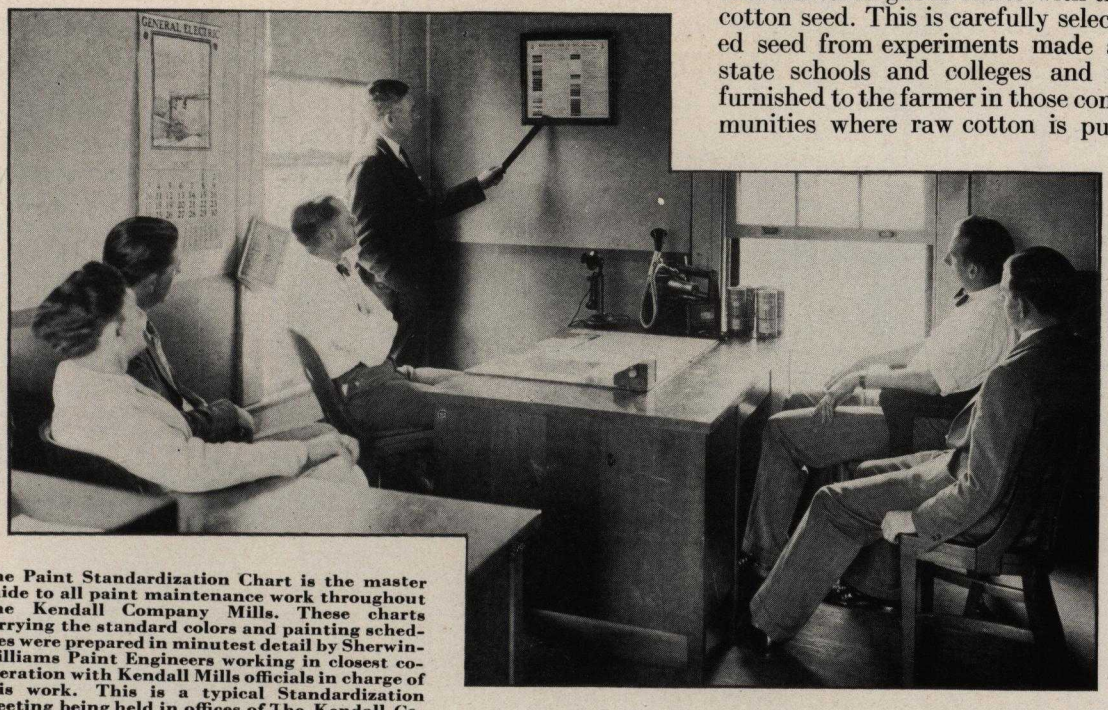
Bauer & Black Plant, Chicago, Ill.

PAINT STANDARDIZATION IN THE PLANTS OF THE KENDALL COMPANY

by *R. S. Howland, Purchasing Agent*

IT is safe to assume that the reader of these pages is benefiting every day directly or indirectly from standardization of one form or another, either through his own organization, factory or institution in the practice of standardization, or through the standardization efforts of other groups. The automobile is an excellent example of the advantages of indirect standardization.

No matter where one turns, standardization is an important topic of conversation or news.



The Paint Standardization Chart is the master guide to all paint maintenance work throughout The Kendall Company Mills. These charts carrying the standard colors and painting schedules were prepared in minutest detail by Sherwin-Williams Paint Engineers working in closest cooperation with Kendall Mills officials in charge of this work. This is a typical Standardization Meeting being held in offices of The Kendall Co.

The Department of Commerce has made notable achievement in standardization. Professional associations, trade associations and industry generally have benefited from standardization in one form or another.

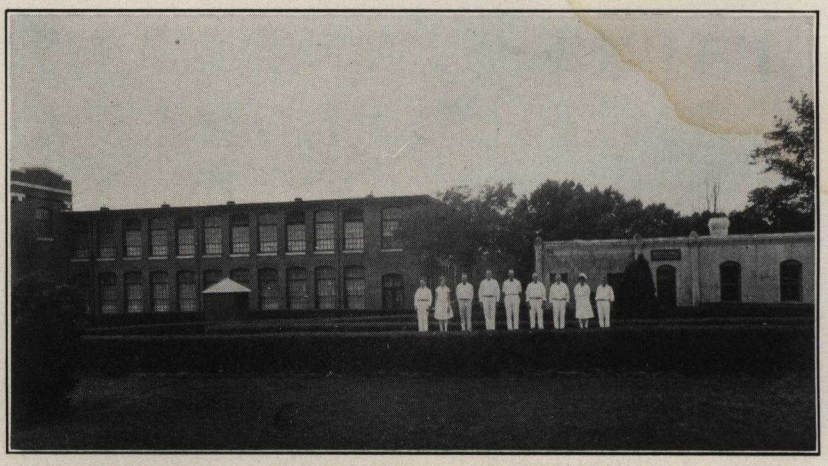
Today more than ever, certain forms of standardization must be considered and put into practice if the industry, service or institution is to progress.

The Kendall Company, Lewis Manufacturing Company Division, has long been a believer in standardization, for these obvious reasons—(1) manufacturing, economy, (2) improved quality of product, and (3) reduction of distribution of costs. The five weaving and spinning mills that make the Southern manufacturing group have standardized on the most modern automatic machinery. The Northern finishing plants likewise have made such additions of modern machinery as to result in better finished material at lower costs.

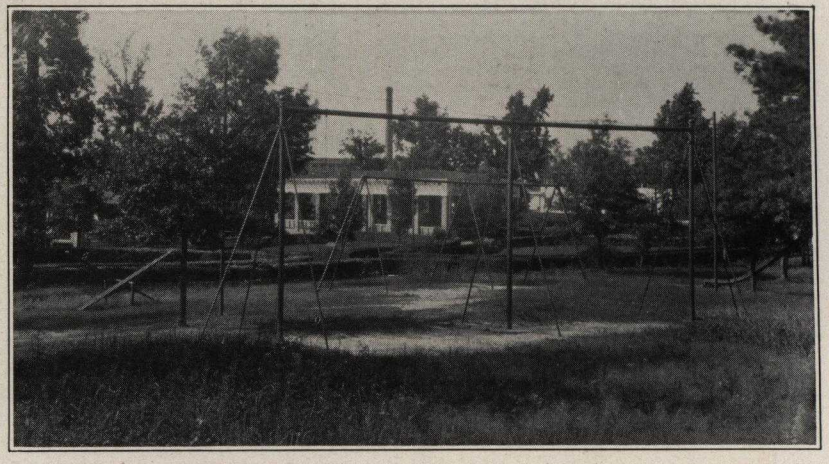
Standardization in this Company in relation to manufactured goods starts with the cotton seed. This is carefully selected seed from experiments made at state schools and colleges and is furnished to the farmer in those communities where raw cotton is purchased. The result of selected seed is extra length staple cotton for which the Kendall Co. pays a premium. Certain awards are made to cotton growers who produce the best cotton. Hence raw material supplies are standardized.

The several manufacturing steps—picking and carding, roving, spinning and weaving—are all standardized as to machinery, inspection and production. The product as finished at Walpole, Massachusetts, is handled along standardization lines, and the product itself is

The Addison Division Staff with a corner of The Addison Mill Buildings in the background: A. R. Sharp, Overseer of Cloth Room; Angelle Penn, Stenographer; D. J. McClendon, Outside Overseer; L. B. Garvin, Overseer of Carding; R. M. Scurry, Master Mechanic; T. A. Hightower, Manager; J. W. Hunt, Overseer of Spinning; Ellen Putnam, Registered Nurse; J. D. Sharp, Overseer of Weaving.



Addison Mills, Edgefield, South Carolina. Here the primary manufacturing steps in making Curity surgical dressings are carried on.



Playground equipment in the park at Mollohon. Plenty of recreational facilities make happy children in the homes of the workers who make Curity Products.

measured according to the Department of Commerce standards of width, weight and measure.

Supplies of various kinds—coal, soda, chlorine, nuts and bolts, packing cases and so on, are all purchased after the establishment of definite standards. In fact, many standardization programs are being considered at all times by a "standardization committee" of the Company. Methods of manufacture, standardization of machinery and equipment, and standardization of supplies are the fields which they cover.

Before paint standardization was seriously considered it was the general practice to paint in a routine way. Selection of colors was left in the hands of the individual mill, but the standardization committee functions here. The Sherwin-Williams Company was selected after many experiments covering a period of years. The chief reasons for the selection of The Sherwin-Williams Company for the paint standardization are as follows:

I. Sherwin-Williams, like The Kendall Company, control their products from their source through every stage of manufacture to the consumer.

II. After many conferences, a standardization program and chart was developed and printed for each plant. Before any painting is done, the chart and plans are consulted and specifications drawn treating every surface according to the condition of the old paint film and general conditions in the room. This work is done by the paint engineers from The Sherwin-Williams Company. From these specifications the order for the paint is drawn.

The proper application of paint according to the specifications is as important as the product itself. To insure best results, the paint engineer makes frequent trips to the job while in process and checks the work of the regular painting crew maintained permanently by the Kendall Company.

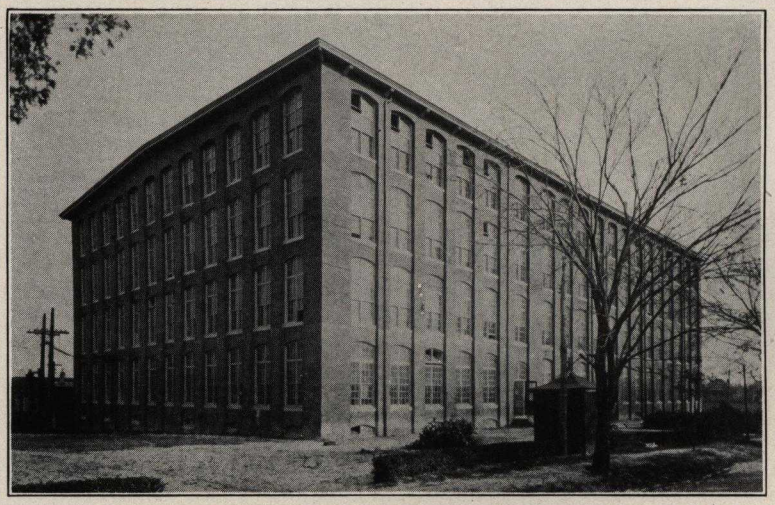
Each job is carefully figured by the Standardization Committee, the head painter and by The Sherwin-Williams Company, and the approximate cost of the job known before it is done. When the work is completed, a final check is made and cost of material and labor figured on the square foot basis.

By this method, The Kendall Company is in position to know what to expect in regard to costs, and it has been established beyond question that these specifications drawn by The Sherwin - Williams Company have saved thousands of dollars in the course of the years.

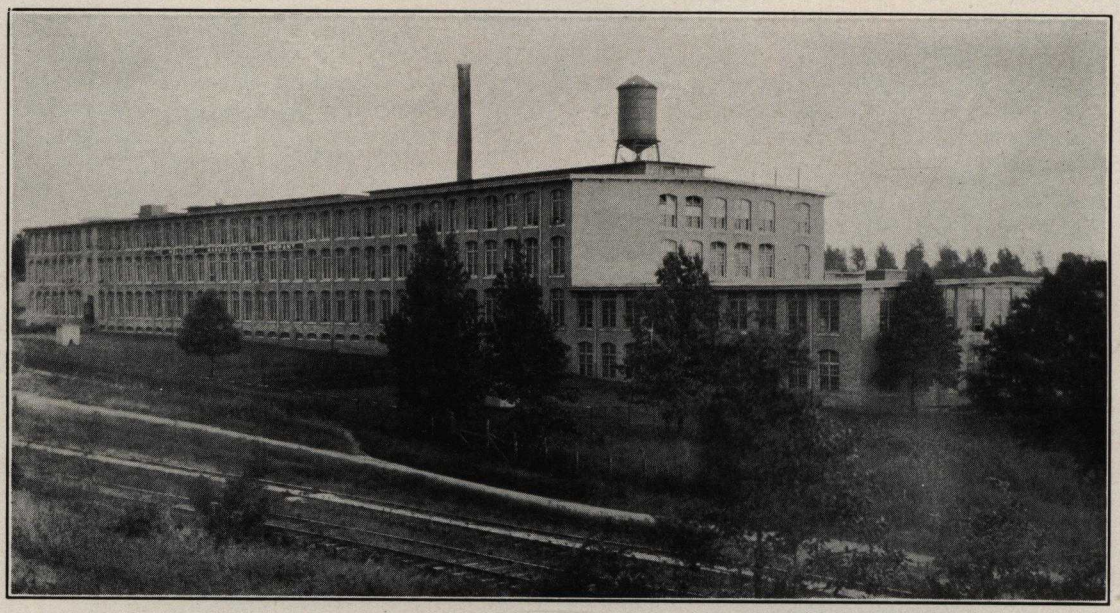
Before standardization was approved, it was decided to paint one of the Kendall mills. Estimates were secured from all sources and the work was finally done on the standardization plan of The Sherwin-Williams Company. Not only did this job prove to be the most satisfactory from a painting standpoint but an actual saving of $4,000 resulted.

The Kendall Mills Standardization Charts call for the best products manufactured by The Sherwin-Williams Company. The extra coverage per gallon and long service of the paints effect economies that cannot be duplicated by promiscuous buying from companies not organized to render the same service and quality of paints.

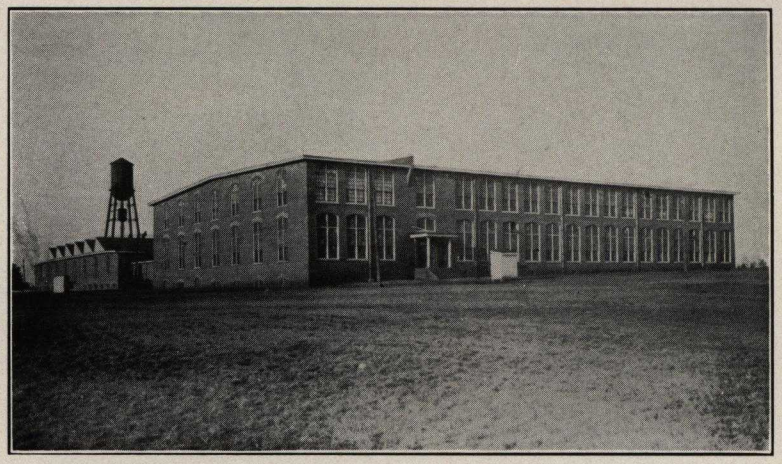
Staff of Painters responsible for carrying out Paint Standardization programs of The Kendall Company Mills in the South.



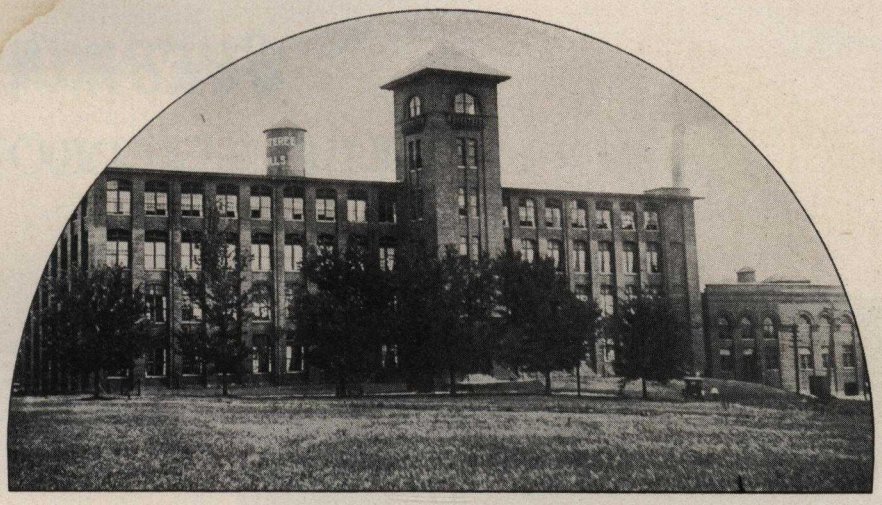
Oakland Mills, Newberry, South Carolina. Standardization of Paint Products and Systems is an integral part of the practice of good business methods with a company whose interests cover as many properties as those of The Kendall Company.



Mollohon Mills, Newberry, South Carolina. S-W Save-Lite helps increase production and maintain the high quality of Curity Products through improved lighting.



Thrift Mills, Paw Creek, North Carolina.



WATEREE PLANT, CAMDEN, S. C.

SAVE-LITE

Industrial White Wall Finishes

EG-SHEL
-GLOSS-
--FLAT--

Furnished also in Fume-Resisting Types

Speeds Up Production—Saves Waste—Reduces Accidents—Improves Morale of Workers in the Mills and Finishing Plants of The Kendall Company

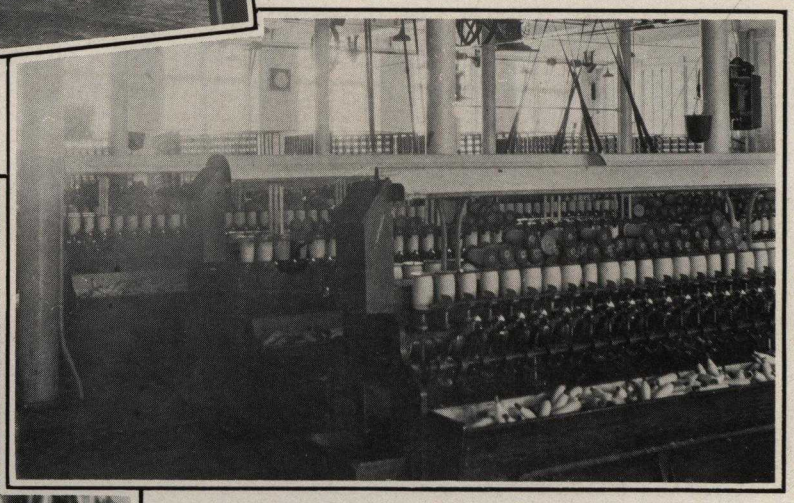
An Industrial Finish for Every Requirement

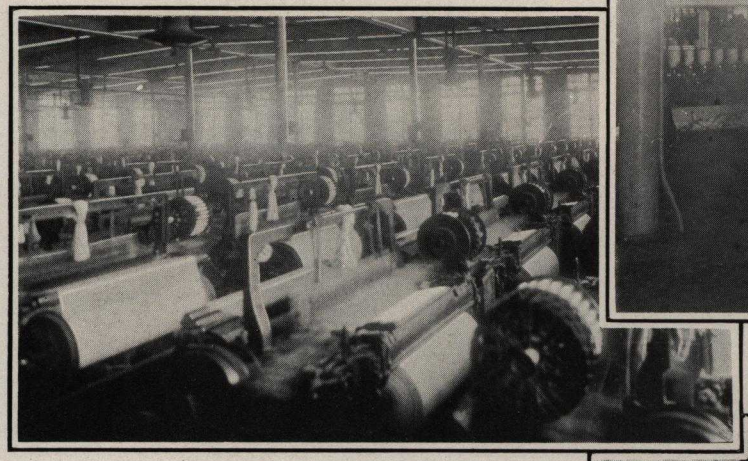
INTERIOR VIEWS OF THE SOUTHERN MIL

SHERWIN-WILLIAMS

HELP TO PRODUCE IDEA

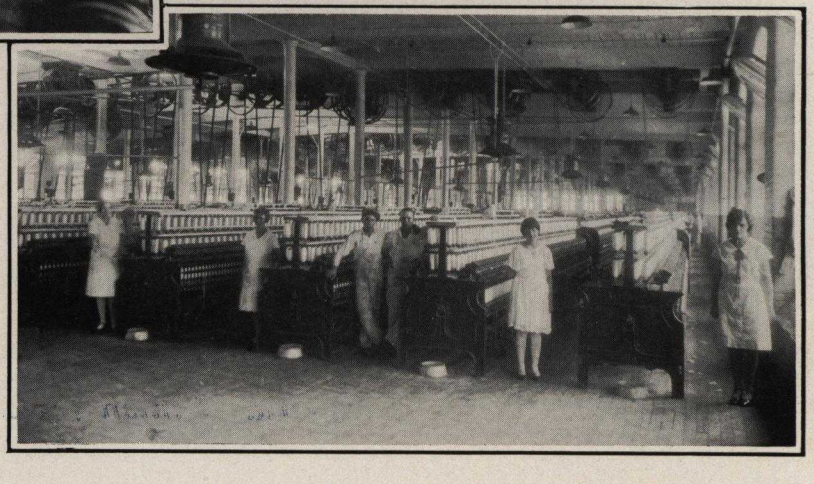
Section of the Card Room at Mollohon Mills. Observe how daylight entering the windows at the side of the room is carried clear through to the center and softly diffused by the action of S-W Save-Lite on ceilings.





Section of the Spooler Room at Mollohon Mills.

Section of Main Weaving Room at Mollohon. Light must be carried clear across this broad interior. The results obtained with Save-Lite in a room of this type are truly gratifying.

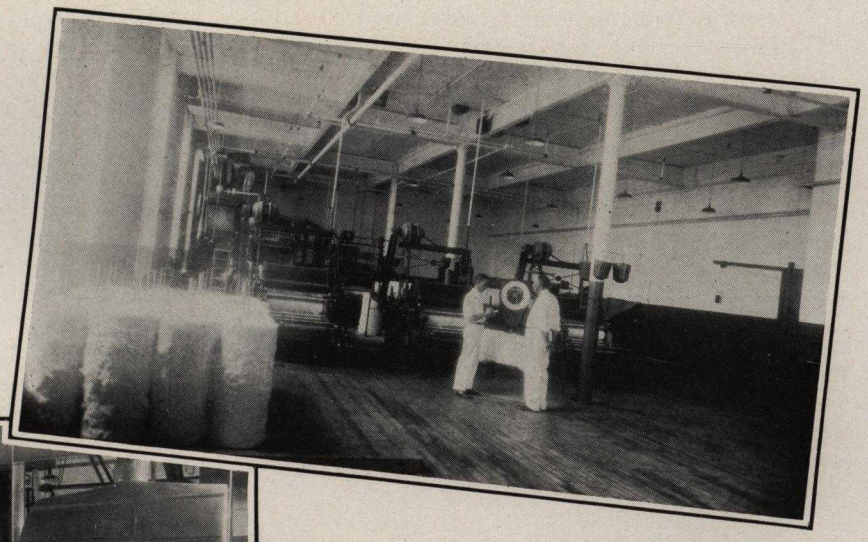


Section of Main Spinning Room at Mollohon. Here is work which requires discrimination. Employees must be able to see easily and comfortably in and all around their machines. Save-Lite bathes the entire surface in good, soft working light which avoids eyestrain.

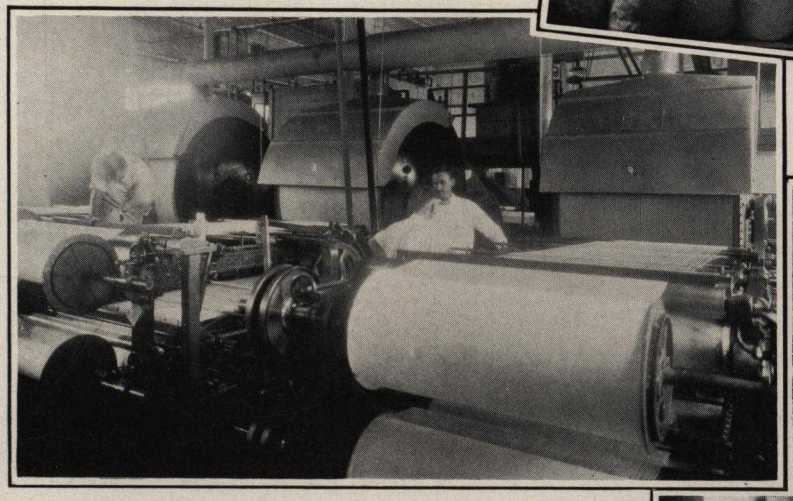
LS OF THE KENDALL COMPANY IN WHICH

INDUSTRIAL FINISHES

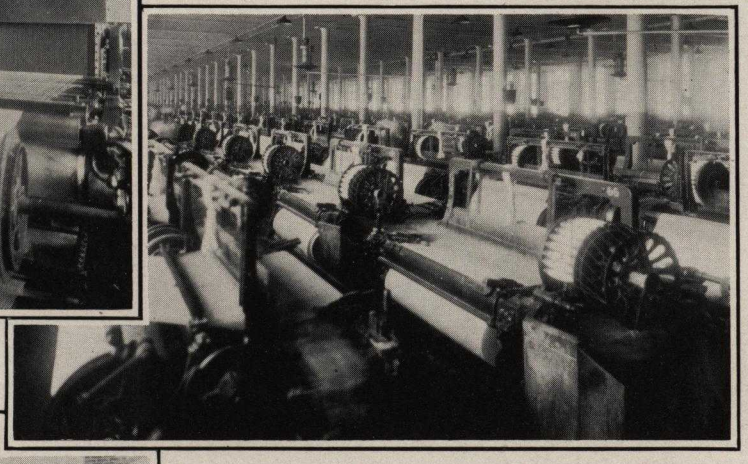
L WORKING CONDITIONS



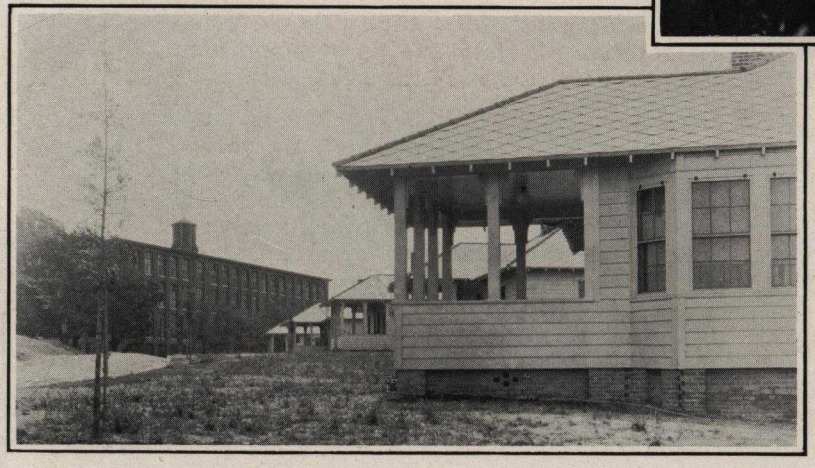
The Picker Room at The Thrift Mills, Paw Creek, North Carolina. No more striking example could be found of the light diffusing properties of S-W Save-Lite Industrial White. The farthest corner of the room is agreeably and comfortably lighted. There is an absence of glare caused by harsh highlights and contrasting shadows.



Section of the Slasher Room at Thrift Mills, Paw Creek, North Carolina, where Curity gauze is made.



Section of No. 2 Weaving Room at Mollohon. The Paint Standardization Chart provides the established finish selected for every finished surface in the room. It indicates how the material shall be applied for the most economical maintenance program that will keep every room in best condition. These standards are based upon the services and the requirements of the room itself.



Street scene at Oakland Mill Village with the Oakland Mill seen in the background. Observe the attractive home kept in perfect repair through the economic and systematic use of the right paint products.

S-W SAVE-LITE INTERIOR INDUSTRIAL WHITE WALL FINISH

Save-Lite is the name which identifies the line of Industrial Interior White Finishes Sherwin-Williams manufactures and offers for the betterment of Industrial Lighting.

The value of a White Finish for the interior of mills, factories, shops, warehouses, lofts, etc., is well known.

The kind of Interior White for walls is important. All white will not have the desired effect, however. It must softly diffuse the incoming light. But it must do so without causing high lights, glossy glares or direct reflections and images. For while too little light strains the eyes, too much light is just as bad.

The interior of all factories, mills, shops, warehouses, lofts, etc., should be painted for light as well as sanitation and preservation. The gain in quality and volume of production —in accuracy—in the health and improved morale of workmen, due to proper lighting, is incalculable.

Save-Lite is manufactured in three degrees of gloss. There is no manufacturing reason for our wishing to advocate any one type—we will supply what the engineer requires, and we feel that we owe it to our customers to pass along the results of our many years' experience in the making of Industrial Finishes, along with the findings of the country's foremost lighting engineers, who have studied the subject more thoroughly than anyone else in the field.

Save-Lite can be applied to any interior surface of wood, metal, brick, concrete, plaster and composition board. It should not be recommended for exterior use. Supplied in barrels, or one-time shipper drums, also in five-gallon and one-gallon cans.

S-W SAVE-LITE INTERIOR INDUSTRIAL EG-SHEL WHITE

In the Eg-Shel, of Save-Lite, the gloss has been reduced to the light-diffusing texture of a white hen's egg. The material brushes well or sprays without any tendency to streak. It combines the strong light-diffusing properties of flat white with the superior washability and service of a full gloss. A room finished in Eg-Shel is lighter than a similar room finished in gloss.

Save-Lite (Eg-Shel White) diffuses light without glare or reflections. Walls and ceilings finished with this scientifically prepared diffusing finish provide soft, restful lighting, which insures clear visibility and no eyestrain from either too much or too little light.

Save-Lite (Eg-Shel White) handles daylight, distributing it evenly throughout the rooms, bringing the working light up to a comfortable degree, permitting the closest discrimination without eye fatigue. It provides maximum efficiency from artificial light units and reduces the contrast between light source and adjacent wall areas which is the greatest single cause of eyestrain.

S-W SAVE-LITE INTERIOR INDUSTRIAL EG-SHEL WHITE

DIRECTIONS FOR USE

REDUCTION of S-W Save-Lite Eg-Shel White depends largely on the condition of the surface to be painted. Surfaces vary in porosity, so it is impossible to give specific directions that will apply in every case. We offer the service of our Industrial Engineers to assist you in determining the preparation of the material to meet your individual conditions. Reduction of Save-Lite (Eg-Shel White) depends largely on the condition of the surface to be painted.

Because of its unusual formulation and hiding qualities Save-Lite Eg-Shel White can be successfully used as a one-coat spray over any sealed surface. It will cover solid, properly sprayed over practically most colors, one coat. It should be thinned, using one pint to one quart of S-W Reducer No. 74 or turpentine to the gallon of Eg-Shel White.

NOTE—This reduction is dependent upon the air pressure and type of equipment used.

If an experienced painter is to do the work, we feel that his ability is such that he can judge the reduction necessary to properly cover the surface to be painted. The following directions, however, will be found satisfactory for the average surface:

NEW WORK

(Plaster, brick, concrete, wood and composition board)

On new plaster walls, brick, concrete, wood and composition board, it is necessary to first stop suction by applying a suitable sealer, because a surface cannot be finished satisfactorily unless it is thoroughly sealed to prevent absorption of the succeeding coats. Be sure that the surface is thoroughly dry before painting, as it is impossible to obtain good results with any paint where the surface is damp or wet.

TWO-COAT WORK

First Coat — The average surface will be thoroughly sealed by applying one coat of S-W Wall Primer and Sealer. For brushing, it is to be used as it comes in the package. For spraying, it should be reduced with one pint of boiled linseed oil to the gallon of Wall Primer and Sealer. If any flat spots then appear, they should be recoated in order to secure a uniform surface on which to apply the final coats.

Second Coat — After sealing the surface with S-W Wall Primer and Sealer, apply one coat of Save-Lite (Eg-Shel White). For brushing, it can be used as it comes in the package. (If it seems too heavy for certain work, thin slightly with S-W Reducer No. 74 or pure turpentine.) For spraying, it should be thinned, using one pint to one quart of S-W Reducer No. 74 or pure turpentine to the gallon of Eg-Shel White. (See Note on this page.)

NEW WORK

(Metal Surfaces)

Apply one or more coats of Save-Lite (Eg-Shel White). For brushing, it can be used as it comes in the package. For spraying, it should be thinned, using one pint to one quart of S-W Reducer or pure turpentine to the gallon of Eg-Shel White. (See Note on this page.)

OLD WORK

The surface to be finished should be dry and free from dust, dirt, oil, grease, etc. All loose particles of paint must first be removed by scraping with a broad knife or brushing with a stiff wire brush. Old plastered walls, brick, concrete, wood and composition board, after repeated painting should be resealed to stop suction. (Follow directions for first coat for New Work, plaster, brick, concrete, wood and composition board.)

Where the surface is fairly tight, apply one or more coats of Save-Lite (Eg-Shel White) as directed for New Work.

Over spongy, porous surfaces apply one coat of S-W Wall Primer and Sealer, followed with one or more coats of Save-Lite (Eg-Shel White) as directed for New Work.

S-W SAVE-LITE INTERIOR INDUSTRIAL GLOSS WHITE

THIS is the material that has won the favor of so many industrial engineers because of its sheer beauty of finish and the superb quality of its tile-like gloss. The tight, hard film does not permit the penetration of dirt so that washing is a simple, satisfactory matter. And because washing actually restores the original light-reflecting value of Save-Lite Gloss, this wall finish may be considered truly economical.

In a gloss industrial white the quality of the product is largely dependent upon its ability to retain its whiteness. Yellowing to any appreciable extent immediately cuts down the light-reflecting rate.

In manufacturing Save-Lite Gloss, Sherwin-Williams provides a pigment of utmost whiteness and free from any tendency to darken under bright light. The vehicle represents the very best thought of our engineers and is composed of heat-treated specially refined oils, and we have no hesitation in stating that there is less tendency towards yellowing in Save-Lite than in any similar product on the market.

The working qualities of Save-Lite Gloss are everything that might be desired. The material levels well under both brush and spray application, and the density resulting from careful balance of formula and thorough fine grinding gives a very great hiding power. The spreading or covering capacity of Save-Lite Gloss saves the customer a substantial amount in material cost.

DIRECTIONS FOR USE

Reduction of Save-Lite (Gloss White) depends largely on the condition of the surface to be painted. Surfaces vary in porosity, so it is impossible to give specific directions that will apply in every case. The following directions, however, will be found satisfactory for the average surface:

NEW WORK

(Plaster, brick, concrete, wood and composition board)

On new plaster walls, brick, concrete, wood and composition board, it is necessary to first stop suction by applying a suitable sealer, because a surface cannot be finished satisfactorily unless it is thoroughly sealed to prevent absorption of the succeeding coats. Be sure that the surface is thoroughly dry before painting, as it is impossible to obtain good results with any paint where the surface is damp or wet.

TWO-COAT NEW WORK

First Coat — The average surface will be thoroughly sealed by applying one coat of S-W Wall Primer and Sealer. For brushing, it is to be applied as it comes in the package. For spraying, it should be thinned with one pint of boiled linseed oil to the gallon of Sealer. If any flat spots then appear, they should be recoated with S-W Wall Primer and Sealer in order to secure a uniform surface on which to apply Save-Lite (Gloss White).

Second Coat — Apply one coat of Save-Lite (Gloss White). For brushing, it should be used as it comes in the package. (If it seems too heavy for certain work, thin slightly with S-W Reducer No. 74 or pure turpentine.) For spraying, it should be thinned, using from one pint to one quart of S-W Reducer No. 74 or pure turpentine to the gallon of Gloss White. (See Note on page 15.)

THREE-COAT NEW WORK

First Coat — Apply S-W Wall Primer and Sealer as directed for two-coat work.

Second Coat — Apply one coat of Save-Lite Undercoater White. For brushing, it should be used as it comes in the package. For spraying, it should be thinned, using from one pint to one quart of S-W Reducer No. 74 or pure turpentine to the gallon of Undercoater.

Third Coat — Apply one coat of Save-Lite (Gloss White). For brushing, it should be used as it comes in the package. (If too heavy for certain work, thin slightly with S-W Reducer No. 74 or pure turpentine). For spraying, it should be thinned using from one pint to one quart of S-W Reducer No. 74 or pure turpentine to the gallon of Gloss White. (See Note on page 15.)

NEW WORK

Metal Surfaces — Two-Coat Work

First Coat — Apply one coat of Save-Lite Undercoater White. For brushing, it should be used as it comes in the package. For spraying, it is to be thinned, using from one pint to one quart of S-W Reducer No. 74 or pure turpentine to the gallon of Undercoater.

S-W SAVE-LITE INTERIOR INDUSTRIAL GLOSS WHITE

DIRECTIONS FOR USE

Continued

Second Coat — Apply one coat of Save - Lite (Gloss White). For brushing, it should be used as it comes in the package. (If it seems too heavy for certain work, thin slightly with S-W Reducer No. 74 or pure turpentine.) For spraying, it should be thinned, using from one pint to one quart of S-W Reducer No. 74 or pure turpentine to the gallon of Gloss White. (See Note on page 15.) If a second coat of enamel is desired, apply Save-Lite (Gloss White) as directed for two-coat work.

OLD WORK

The surface to be finished should be dry and free from dust, dirt, oil, grease, etc. All loose particles of paint must first be removed by scraping with a broad knife or brushing with a stiff wire brush. Old plastered walls, brick, concrete, wood and composition board, after repeated painting should be resealed to prevent suction. (Follow directions for first coat for New Work, Plaster, etc.)

Two - Coat Old Work — Where the surface is fairly tight, apply one coat of Save-Lite (Undercoater White) and one coat Save-Lite (Gloss White) as directed for new work.

Three - Coat Old Work — Over spongy, porous surfaces apply one coat of S-W Wall Primer and Sealer, followed with one coat of Save-Lite (Undercoater White) and then one coat of Save-Lite (Gloss White) as directed for new work.

S-W SAVE-LITE INTERIOR INDUSTRIAL FLAT WHITE

This product is designed to be used on interior walls and ceilings.

Save - Lite (Flat White) dries with a porous film which permits the moisture present in damp walls and ceilings to sweat through without lifting the paint.

On new damp walls or on new walls that will become damp from condensed steam or vapors, Save-Lite (Flat White) should be applied direct to the surface. No further undercoater or size of any kind should be used.

On new walls and ceilings where no moisture is present, Save-Lite (Flat White) can be applied either direct to the surface or over a Sealer.

Save - Lite (Flat White) brushes well or sprays without any tendency to streak. It dries to recoat in 24 hours.

Save - Lite (Flat White) can be used in tunnels, packing rooms, ice plants, scouring rooms in textile mills, and rooms where large vats are located and much moisture and condensation is present. Also in all industrial plants where there is a preference for the use of a Flat White.

DIRECTIONS FOR USE

The reduction of Save - Lite (Flat White) depends largely upon the condition of the surface to be painted. Surfaces vary in porosity, therefore it is impossible to give specific directions that will apply in every case. For the average surface we recommend that the material be brushed as it comes in the package. (If it seems too heavy for certain work, thin slightly with S-W Reducer No. 74 or pure turpentine.) For spraying, it should be thinned using one pint to one quart of S-W Reducer No. 74 or pure turpentine to the gallon of Flat White. In general, the lower the air pressure, the less the reduction.

We do not recommend thinning Save - Lite (Flat White) with any other thinners than S-W Reducer No. 74, pure turpentine or naphtha. The use of any other type of thinner might produce a surface that would not be porous, preventing the moisture in damp walls from sweating through.

Continued on page 18

DAMP SURFACES

(Plaster, brick, concrete, wood, composition board and metal)

Apply one or more coats of Save-Lite (Flat White) direct to the surface. For brushing, use the material as it comes in the package. (If it seems too heavy for certain work, thin slightly with S-W Reducer No. 74 or pure turpentine.) For spraying, it should be thinned, using one pint to one quart of S-W Reducer No. 74 or pure turpentine to the gallon of Flat White. (See Note on page 15.)

DRY SURFACES

(Plaster, brick, concrete, wood and composition board)

It is necessary to first stop suction by applying a suitable sealer, because a surface cannot be finished satisfactorily unless it is thoroughly sealed to prevent absorption of succeeding coats.

First Coat—The average surface will be thoroughly sealed by applying one coat of S-W Wall Primer and Sealer. For brushing, it should be used as it comes in the package. For spraying, it should be thinned with one pint of boiled linseed oil to the gallon of Sealer. If any flat spots then appear, they should be recoated in order to secure a uniform surface on which to apply the final coats.

Second Coat—After sealing the surface with S-W Wall Primer and Sealer, apply one or more coats of Save-Lite (Flat White). For brushing, use the material as it comes in the package. For spraying, it should be thinned using one pint to one quart of S-W Reducer No. 74 or pure turpentine to the gallon of Flat White. (See Note on page 15.)

OLD WORK

The surface to be finished should be dry and free from rust, dirt, oil, grease, etc. All loose particles of paint must first be removed by scraping with a broad knife or brushing with a stiff wire brush.

DAMP SURFACES

Apply one or more coats of Save-Lite (Flat White) direct to the surface. Follow directions for thinning as called for under new work.

DRY SURFACES

Where the surface is fairly tight, apply one or more coats of Save-Lite (Flat White). Follow directions for thinning as called for under new work.

Over spongy surfaces apply one coat of S-W Wall Primer and Sealer followed with one or more coats of Save-Lite (Flat White) as directed for new work.

WALL PRIMER AND SEALER

SHERWIN-WILLIAMS Wall Primer and Sealer is recommended for general use as a priming coat on interior surfaces, such as smooth, sand finish and textured plasters, wall board, brick, concrete, wood trim, etc.

The success of the finished job depends very largely on the character of the foundation coat. The suction of a porous surface must be definitely stopped with the first coat and Sherwin-Williams Wall Primer and Sealer was designed particularly with this function in mind. Sherwin-Williams Wall Primer and Sealer applied in a liberal coat seals the wall and stops the suction, thus preventing absorption of the second coat.

Better work is possible over S-W Wall Primer and Sealer than over a straight wall size. It not only seals the wall thoroughly, but, possessing considerable pigment, it "takes" the second coat better and causes it to stand out so that one coat of S-W Save-Lite Eg-Shel White over S-W Wall Primer and Sealer is usually sufficient to produce a good two-coat job.

S-W Wall Primer and Sealer is suitable for either brushing or spraying, drying overnight for recoating. It is supplied in brushing consistency as it comes in the package.

It is put up in gallon and five-gallon cans, also in barrels.

S-W REDUCER No. 74

SHERWIN-WILLIAMS mill whites are prepared ready for use, but conditions sometimes demand a thinner bodied mixture than the paint as it comes from the package. Pure turpentine is an excellent reducer and can be obtained almost anywhere. Benzine or naphtha can also be used, but the thinner we consistently recommend is our S-W Reducer No. 74.

In using S-W Reducer No. 74 there is no element of chance. The experimenting has been done by ourselves in our own laboratories. The purchaser is relieved of any doubt as to satisfactory results.

The Kind of White is Important

SHERWIN-WILLIAMS FINISHES

... for the ...

MILL VILLAGE

Keep The Kendall Company Workers' Homes Attractive and Sanitary

The product of any manufacturing plant is dependent fully as much upon the human factor as it is upon the perfection of the mechanical set-up. Health, good will and ambition are the mainspring of the employee's interest in the quality of the work he turns out. The Kendall Company builds the quality into Curity Products from the ground up, as has already been set forth. No factor has been neglected or overlooked which might have even the remotest bearing upon the dependability of their products. The same far-seeing provisions are in no more striking evidence than in the development of their Mill Villages. Here one finds pleasant homes, set well back on broad airy streets with recreational and playground facilities at hand, churches and community centers, all planned with but one thought—to give the fabricators of Curity Products something to live for over and above the wage at the mill.

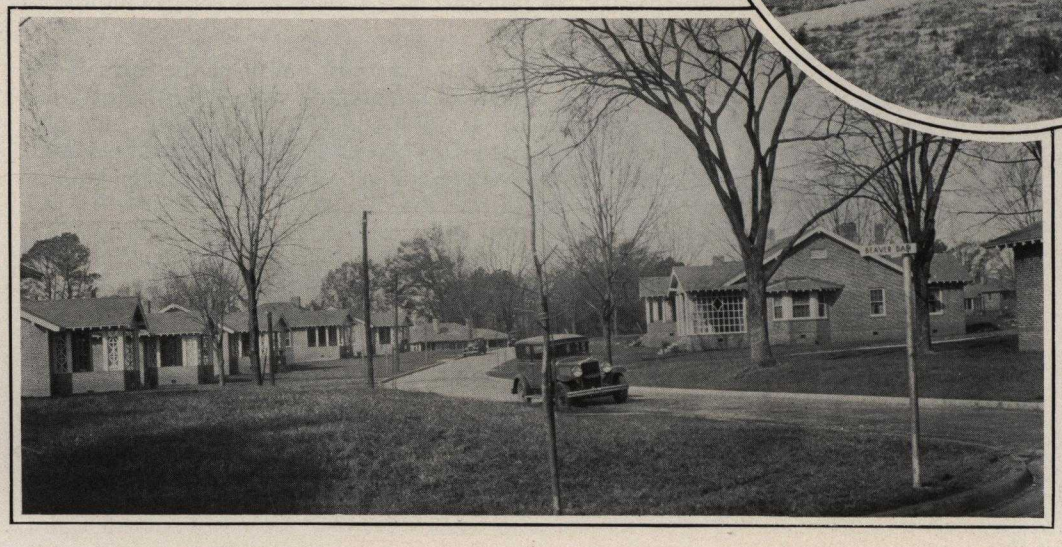
Paint products play a major role in this program. The walls one sees, the form of the house and the very floors one walks upon are, to all intents and purposes, whatever the protective and decorative coat of paint makes them seem. The protective value of a Sherwin-Williams Product has come to be regarded as accepted because it has been built to meet the surface requirement. The decorative and esthetic values of color are just as thoughtfully handled as an integral part of Sherwin-Williams Paint Standardization Service. One paints mill villages to keep down repair bills, certainly, but that feature is only incidental. The health value of paint products today is recognized by authorities as being just as fully expressed in its color appropriateness, the way it handles light and the way it lightens household duties.

Sherwin-Williams Paint Engineers have back of them a tradition of over sixty years of service integrity which can be but partly expressed in the S-W slogan over these years—"THE RIGHT PRODUCT FOR EVERY SURFACE." It is only through this kind of a service that we have any desire to sell you Sherwin-Williams Products.

White Reflects Light—Black Absorbs It

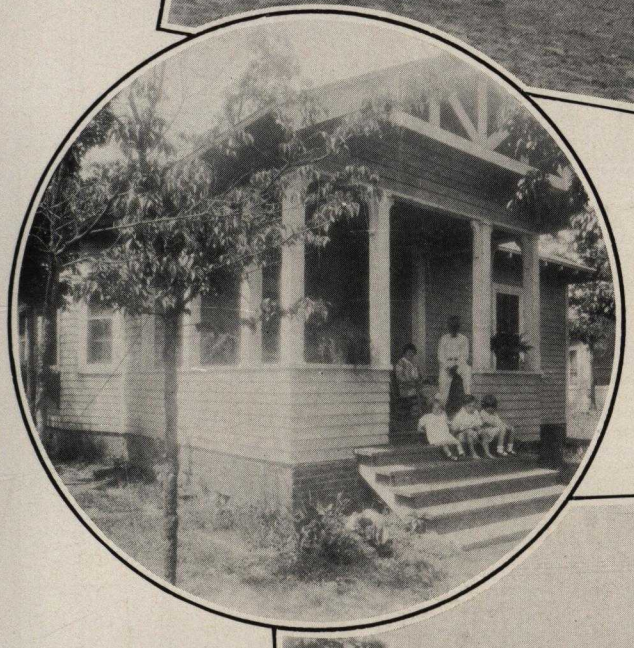
WHERE KENDALL COMPANY WORKERS

The product of the mill can be no better than the morale of the employee working in the plant. The right kind of home environment for every person engaged in making Curity Products is a matter of first consideration in The Kendall Company. Broad, airy streets with homes kept in prime condition, cheerfully painted, give any worker a pride in his job and the incentive to do better work.



LIVE IN COMFORT AND CLEANLINESS

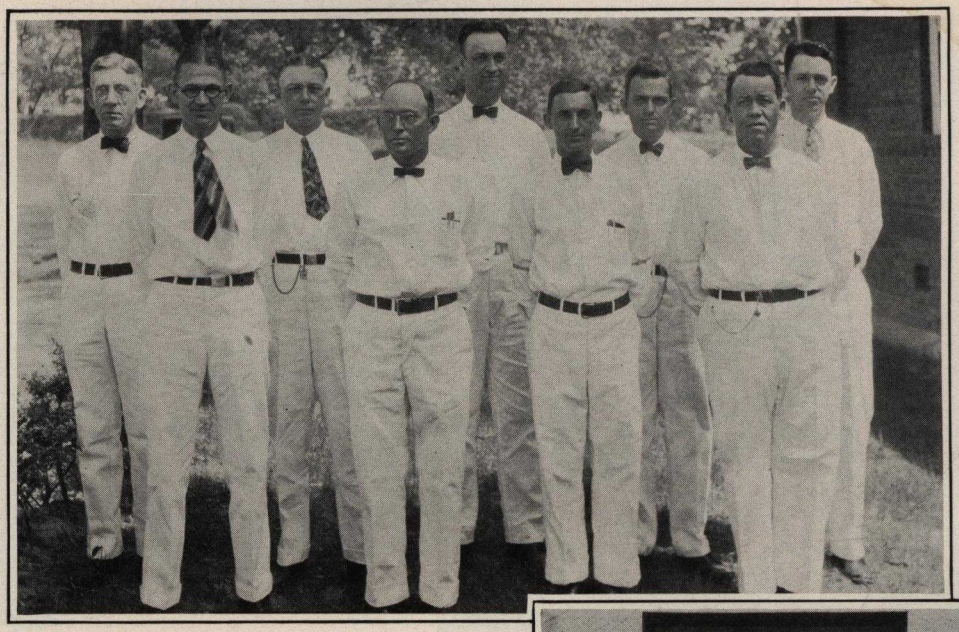
Another street scene in Oakland Mill Village.



D. O. Carpenter and his family in the Mill Village of Thrift Mills at Paw Creek, North Carolina. This picture of contentment speaks for itself. Below is a scene from Wateree Mill Village at Camden, South Carolina.

NO BUSINESS IS MORE EFFICIENT TH

These men are responsible for the successful organization and op



Staff of the Oakland Mills: J. E. McQuown, Cloth Room Overseer; H. W. Thomas, Overseer of Weaving; B. G. Woodhan, Assistant Manager; J. T. Thompson, Overseer of Spinning; T. N. Parks, Office Manager. Front Row—W. W. McLeod, Manager; G. C. Queen, Master Mechanic; B. N. Hughs, Outside Overseer; C. W. Kirby, Overseer of Carding.

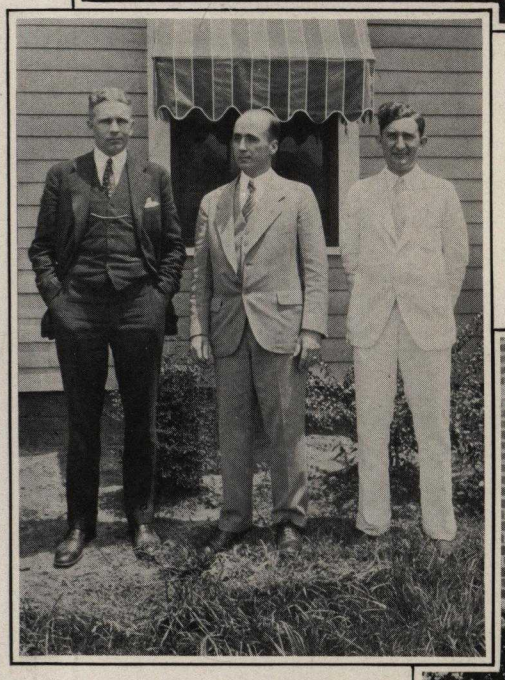
Staff of the Wateree Mills: J. E. Robinson, Overseer of Carding; W. P. Johnson, Overseer of Weaving; A. Stanley Llewellyn, Manager; John J. Sanders, Master Mechanic. Front Row—Mrs. Dorcia McCaskill, Registered Nurse; E. T. Barnes, Overseer of Spinning; Julius E. Campbell, Outside Overseer; J. Nettles Lindsay, Office Manager.

Staff of Thrift Division Mills: W. F. Riddle, Overseer of Weaving; R. L. Jordan, Overseer of Carding; W. G. Young, Master Mechanic; D. O. Carpenter, Overseer of Spinning. Front Row—H. F. Cobb, Head of Research Dept.; L. M. Broom, Outside Overseer; J. S. Land, Office Manager; Wilton Todd, Superintendent; Mrs. E. E. Smith, Registered Nurse.

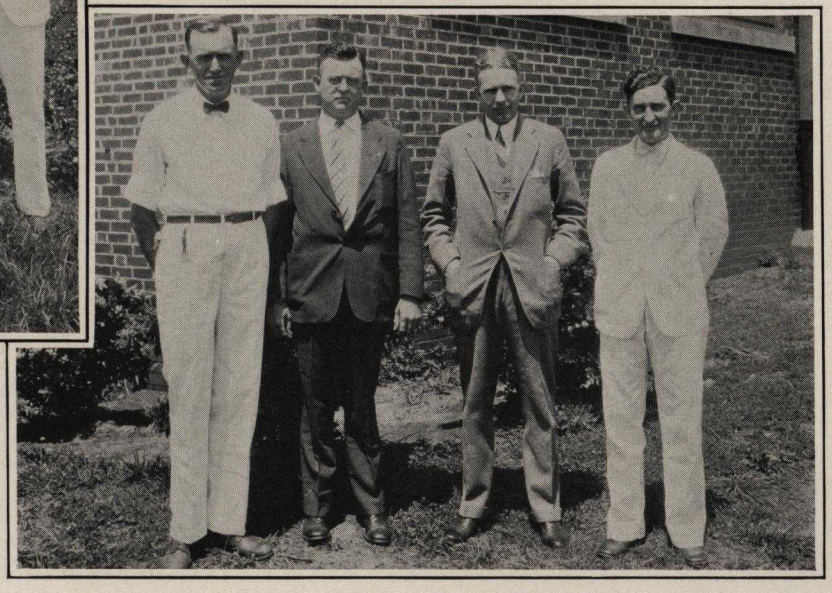
AN ITS EXECUTIVES AND WORKERS

eration of the Southern Mill group of the Kendall Company

Staff of Mollohon Mills: Fitzgerald Rutherford, Office Manager-Secretary; B. C. Brassington; T. N. Crocker, Overseer of Carding; F. H. James, Outside Overseer; H. L. Cooksey, Overseer Cloth Room. Front Row—W. T. Morton, Overseer of Spinning; J. H. Burgess, Overseer of Weaving; A. S. Paine, Manager; S. A. Black, Assistant Manager; M. J. Mitchell, Master Mechanic.



Southern Group: H. K. Hallett, General Manager Southern Mills; E. H. Steger, Sherwin-Williams Representative; C. E. Bailes, Southern Purchasing Agent.



Southern Members of Kendall Mills Standards Committee: W. G. Young, Thrift Division Master Mechanic; Homer Johnson, Engineer, Lockwood, Green & Co.; H. K. Hallett, General Manager Southern Mills; C. E. Bailes, Southern Purchasing Agent.

SHERWIN-WILLIAMS

PLANT UPKEEP PRODUCTS

MANUFACTURERS now using the Sherwin-Williams Plant Standardization Plan simplify their painting problems by giving each painting specification a number.

Just as soon as a paint or finish and a color have been decided, the logical step is to standardize the plan so as to make it permanent.

An upkeep standardization chart for paints is prepared. One copy is kept in the office of the plant superintendent. A duplicate is kept in the files of The Sherwin-Williams Co.

Each application has a specific number or letter which designates to the plant executives and to The Sherwin-Williams Company, the product, the purpose, the color. This assures the factory management that it will receive identically the same color and grade of product as was first applied, thus making repairing or refinishing possible with same appearance as original finish.

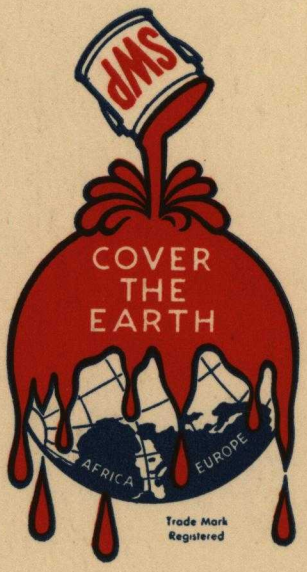
S-W STANDARD PLANT UPKEEP FINISHES

The 20 members of the Plant Upkeep family care for every industrial need. Each product listed has been studiously formulated in The Sherwin-Williams Laboratories and is offered as the best possible for its specific purpose.

1. Sherwin-Williams SAVE-LITE Industrial White Wall Finishes
2. Sherwin-Williams Mill-Village Paint
3. Dado Enamels
4. Machinery Enamels
5. Aluminum Paint
6. Conduit Paint
7. Salamander Smoke-Stack Paint
8. Factory Coating
9. Pipe Enamel, Sprinkler Enamel
   Enameloid — Colored Enamels for interior use
10. Metal Protective Paints
    Kromik Metal Primer
    Metalastic
    Galvanized Iron Primer
    Reinforced Red Lead
11. Fence and Rough Building Paints
12. Concrete Wall Finish (Exterior)
13. Concrete Floor Paint
14. Sash and Door Paint
15. Old Dutch Process White Lead in Oil
16. Sherwin-Williams Linseed Oil
17. Utility Varnishes
    Rexpar — all around varnish for exterior use
    Scar-not — water-resisting interior varnish
    Mar-not—water-resisting floor varnish
    Marvelac—quick drying shellac substitute
18. Wood Preservative
    Carbolic-ol—For wood preservative purposes
19. Composition Roof and Metal Paint
    Sherwin-Williams Ebonol
20. Roof Cement (Elastic and Plastic)

S-W Save-Lite Conserves Light By Using it Efficiently

B516 K29 1047



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DECORATIVE STUDIOS

THE SHERWIN-WILLIAMS CO.

CLEVELAND

April 29, 1932

Mr. Doane Eaton
50 Morningside Drive
New York City, N.Y.

Dear Mr. Eaton:

This to acknowledge your letter regarding literature on factory interiors, exteriors and floors. We are sending you, in a separate package, a number of color cards which we believe willgive you the necessary information.

You also request information on a compound for hardening cement floors and we suggest our Concrete Cement Hardener.

We also note that you are interested in paint for a country place and we are sending you our new Joy of Color Booklet, which includes a number of attractive exterior color schemes. Some schemes which work out nicely are the body finished in Gloss White, with Apple Green trim; body in Colonial Yellow #375 with Ivory #496 trim, or Cream Gray #360 for body with Ivory trim. Similar schemes will be found in the Joy of Color Booklet.

If you care to have us make up special suggestions for this residence, we will be glad to have you fill out the enclosed Service Blank giving us a little more information on the type of house to be decorated and we will prepare some special color sketches.

Hoping that the color cards and our suggestions will be of help to you, we are

Yours very truly,

THE SHERWIN-WILLIAMS CO.

R. T. Holloway

Manager
Decorative Studios

ESW:EHP
Encl.

1820

S461A B24 480

SPECIAL ATTENTION

SHERWIN-WILLIAMS DECORATIVE DEPARTMENT FREE SERVICE BLANK

Our Decorative Service is free of cost and you do not place yourself under obligation to us by filling out this blank

PLEASE FILL IN ALL SPACES CAREFULLY

Name..... *Address*.....

EXTERIOR (Are suggestions desired.....)

New or Old.....
Building faces.....
Roof covered with.....
Gables covered with.....
Exterior walls of **siding, shingles, stucco or brick**.....
Porch ceiling to be painted or varnished.....
Kind of wood in exterior doors.....
Size of building, breadth.....
Length.....height.....
Colors of adjoining buildings.....

INTERIOR (Are suggestions desired.....)

New or Old.....
Height of ceilings 1st floor.....2nd floor.....

IMPORTANT

State whether ceilings and walls are rough or smooth plaster, plaster-board, wood or metal. **For the woodwork, floors, etc., state the kind of wood.** Any general or special conditions can be mentioned on the back of this blank.

ROOMS	CEILING Beamed?	WALLS Location of Mouldings. Wainscoted with Wood or Strip Panelling on Plaster	WOODWORK State kind. If Finished note color and whether it requires Refinishing	FLOOR State kind. If Finished note color and whether it requires Refinishing	FURNITURE Give Style and Color of Finish	Describe Rugs, Portieres, Curtains, etc.
.....Room Size..... Give Color Preference						
.....Room Size..... Give Color Preference						
.....Room Size..... Give Color Preference						
.....Room Size..... Give Color Preference						
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.....Room Size..... Give Color Preference						
.....Room Size..... Give Color Preference						
.....Room Size..... Give Color Preference						

If blueprints are not available, roughly draw a floor plan on reverse side

This Blank should be returned to The Sherwin-Williams Co., Decorative Department, 601 Canal Road, Cleveland, Ohio

1820

SKETCH PLANS OF BUILDING HERE, IF BLUEPRINTS ARE NOT AVAILABLE